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*Tab 3*

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Excerpt From the Transcript of the  
CIA Career Service Board Meeting Held  
On 21 May 1953

SUBJECT: Discussion Concerning Item 3 "Training Policies Related to  
the Agency Career Service Program" dated 7 May 1953

MR. KIRKPATRICK: Now the next item is "Training Policies Related to  
the Agency Career Service Program." It is the memorandum from the Director  
of Training, which has been submitted, which you would like to have the  
Board approve.

May I ask, Matt, what generated this?

COLONEL BAIRD: I think it is probably in the first statement. "In  
order that the function of training may be exercised more directly as an  
integral part of career service in CIA, it is proposed that the CIA  
Career Service Board review and approve the training policies set forth  
below."

What does that mean?

COLONEL BAIRD: We are talking about career development, which is  
certainly one of the functions of the Career Service Program. Training is  
a part of that career development.

My point was simply this: I don't think anybody for a  
moment would accept it as anything but axiomatic. Training was an extremely  
important arm . . . and I was just wondering why it seemed necessary to  
formalize what to me is a perfectly natural development here, that obviously  
the aims of the Director of Training would be to support the Agency in any  
way needed, including the development of careerists, etc.

COLONEL BAIRD: Well, one of the things, Dick, is that though I do  
all Panels of Selection that has never been a matter of regulation. I  
just do that because I think it is advisable to, and though those Panels  
recommend certain training, make certain recommendations to the Director  
who selects them, the other appointees are actually selected under regula-  
tion by me. I would much prefer to have something that I think is tied as  
closely as these, external training, which is all that this is discussing,  
given to the Career Service Board to make the final recommendations to the  
Director rather than have the Director of Training do it, and the other  
thing that comes up is that the Career Service Board with the implementation  
of the Executive Inventory is in a position to know whether certain people  
should be sent to the National War College in view of his position on the  
Executive Inventory and what may be in line for him. I think it just puts  
in the hands of the Career Service Board the responsibilities which I have  
held and would prefer to have on the Board, or at least these top levels  
schools.

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MR. KIRKPATRICK: Do you feel strongly on it one way or the other, Richard?

25X1A

[REDACTED] No, I don't feel strongly on it one way or the other, Kirk. I have just been getting the sensation in our efforts to get this whole Career Service Program launched we are having the normal growing pains that go along with anything like that, and the more papers, and allocation duties, and more functions that become more and more formal, the more difficult it is going to be to shake this thing down.

MR. KIRKPATRICK: Could I rephrase that? You feel that in a sense this is an abrogation of authority by the Director of Training which he should exercise rather than trying to put it on the Career Service Board.

25X1A

[REDACTED] That was more or less my feeling. I can't say that intellectually it is the most defensible position in the world, but on the other hand we have so God damned many problems that adding a few more is sort of making this almost insupportable. We sit down for a DD/P Career Service Meeting, and the things on the Agenda are really fantastic. We could sit all day for two or three days a week almost and never get through it all literally.

MR. KIRKPATRICK: Do the other members of the Board have a feeling on this problem?

25X1A

[REDACTED] Well, I thought this training . . .

COLONEL BAIRD: I would like to make some minor recommendations of changes if I may.

MR. AMORY: I have a rather major one. I think it is fine to have something like this, but I see a horrible amount of barbed wire or firm limits in this. It creates more problems than it solves, for example, II. 1. a., only those "who declare their intention to make a career of service with the Agency." Suppose we get a guy who comes here for two years, and he wants an 8-weeks training course in Russian, and he is a hell of a good man on something or other, and maybe it is a good thing -- in the Government's interest -- to slap him into that and get something out of him. You have stated it in not constitutional language but in city ordinance language, which is going to cause us to make exception after exception, which would be self defeated.

COLONEL BAIRD: This is now external training.

MR. AMORY: Well, Georgetown is an example. You are trying to set something in two pages that covers two years at the Harvard Russian Research Institute . . .

MR. KIRKPATRICK: I think your point is well taken. We are going to find ourselves with too many barriers here if we want to make exceptions. Then the legalists are going to say that regulation says that training shall be provided by the Agency only, and I think it can be phrased "training shall be provided by the Agency generally for personnel," or you can even leave "generally" out and say for personnel".

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MR. AMORY: I said normally. Sure, give guides to people in Career Service Boards so they won't send up things you are automatically going to bat down. ✓

MR. KIRKPATRICK: It seems to me the case he presented of the exception being a valid one if we have a man we can make valuable for two years with 8 weeks of Russian training. Isn't it better or in the best interest of the Agency to go back to the original statement, or rather maybe this was Matt abrogating his authority. Now he has brought a paper, as I read it, to the Career Service Board so that the Board can give him guidance and advice, and we come right and start with one . . .

Now you had some amendments too you wanted . . .

COLONEL BAIRD: Well, I wanted to clarify two things. One, that under II. Training Policies, that should be -- at least it was my intent -- that this be Training at Non-CIA Facilities. This whole paper has nothing to do with the type of training that is automatic for the clandestine offices, and under regulation that is now automatic for DD/I and DD/A for shorter periods or for language training. I meant the outside external training programs that are very expensive, some of them that are competitive. There are very few slots in comparison with the number of people. That was what I meant. That was what I meant by this. Then I would also like to make one change which I think is important. In II. 1. c. that whose projected training, as recommended rather than determined by the appropriate Career Service Board and approved by office head concerned, which is the way it is now anyhow.

25X1A [REDACTED] I think the paper is fine if we . . .

MR. KIRKPATRICK: . . . specify external training and strike only from sub-paragraph 1. and make the change you suggested, and I recommend the Board approve it. Is there any dissent? There is no dissent.

COLONEL BAIRD: And then I would like to make a further recommendation that under 3.a. the same thing be included, namely, that "but shall require endorsement by the Career Service Board concerned and affirmative recommendation by the Office Head or Staff Chief."

25X1A

25X1A MR. KIRKPATRICK: Is there any disagreement with that? Matt, [REDACTED] raises the point as to whether it is necessary to bring the Career Service Boards into this; in other words, the office chief . . .

25X1A [REDACTED]: The office chief has the Career Service Board to advise him or not if he chooses.

COLONEL BAIRD: You can leave it out. It is very helpful if the office head will use his Career Service . . .

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25X1A [REDACTED] In paragraph 3.b. on page 2, where they say, "Requests for training at Department of Defense schools and colleges may be originated by any individual who meets the basic qualifications required by such schools and colleges, and such requests shall be forwarded to the Director of Training through the Career Service Board and Office Head or Staff Chief concerned even though the recommendation of either or both is negative." Just what is the object of that particular . . . ?

COLONEL BAIRD: That is General Smith.

MR. AMORY: To make it simple I move to strike paragraph 3.b. and have paragraph 3.c. cover both of them. I see no reason for a different standard. I admit that now since General Smith is no longer with us, isn't this a good time to re-examine the justification of that?

COLONEL BAIRD: To go back to Mr. Wolf, that is just the reason it was brought up.

MR. KIRKPATRICK: I agree with Bob.

COLONEL BAIRD: It would save us screening out a lot of . . .

MR. AMORY: Just drop 3.b. appropriately so that 3.c.

25X1A [REDACTED] In other words, an individual who would like to go that does not have the endorsement of his office Career Service Board would not be considered?

25X1A [REDACTED] That is right.

MR. KIRKPATRICK: Maybe that eliminates more unnecessary paper work in the Agency.

25X1A [REDACTED] Don't you run into the problem that you have too few candidates now, and this will further reduce the number?

MR. KIRKPATRICK: No, because the candidates haven't read this, and they don't know it is being eliminated.

COLONEL BAIRD: This is in the existing regulations.

25X1A [REDACTED] Isn't that the real problem, you don't have very many applicants now from which to choose?

COLONEL BAIRD: The whole thing goes back to General Smith who says that anybody who wants to apply will . . .

MR. KIRKPATRICK: Certainly if anybody in the Agency wants to apply and still is indispensable, he will bleat loud enough . . .

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MR. AMORY: I don't think it is whether the indispensable comes in here or not. I don't think that would be a legitimate reason for the office head to disapprove. I think it is if the fellow just isn't good enough to go to the X, Y, Z. school.

MR. KIRKPATRICK: What you say is don't bind the office in advance to his future assignment as this does.

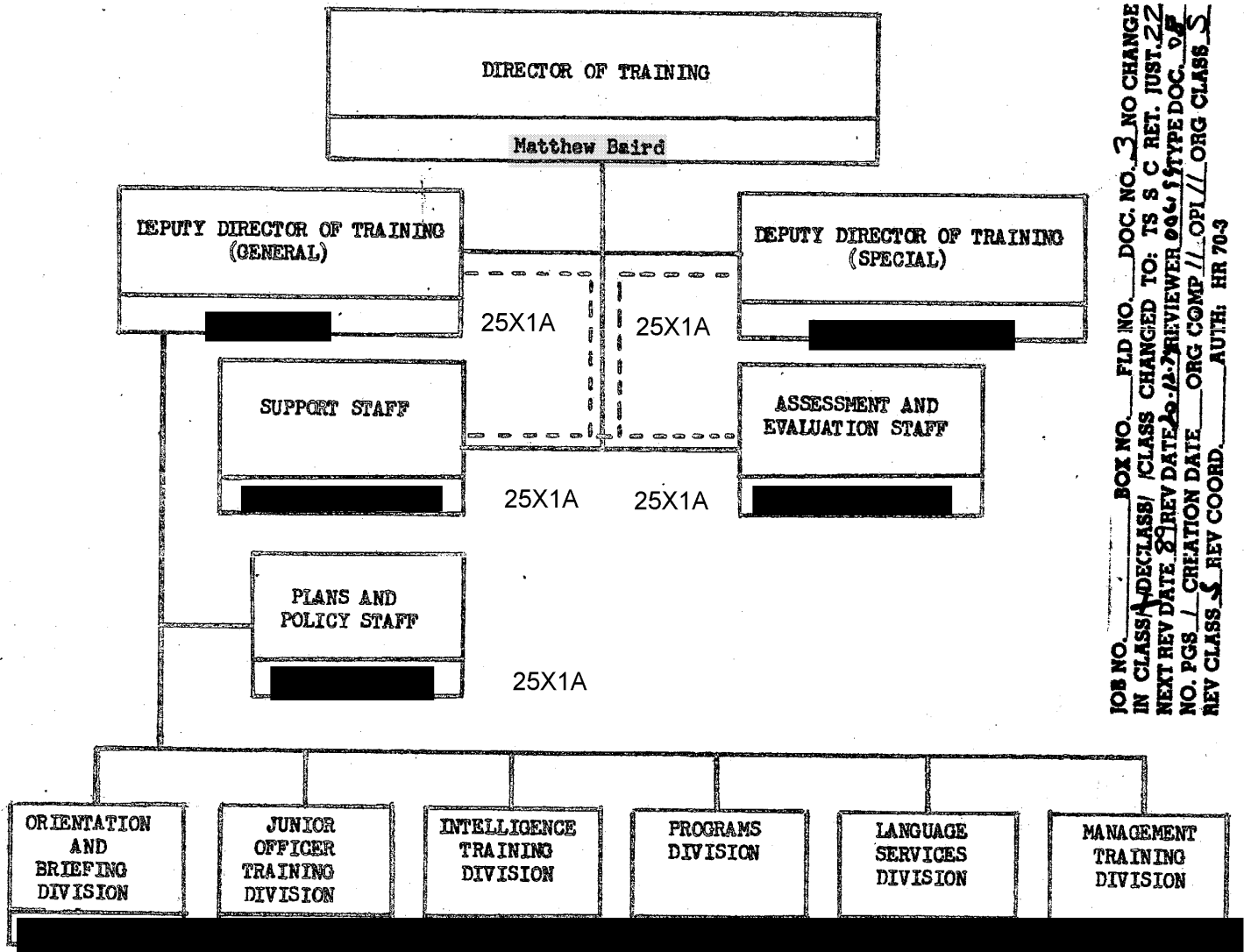
(Mr. Amory read from a paper unidentified to the reporter.)

MR. AMORY: I am willing to bow out on that.

MR. KIRKPATRICK: Is there any other comment on this? Well, then, it is generally agreed that the Board will buy this as a statement of policy, and you are going to submit to necessary change and regulations.

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